

*Pyle*  
**SECRET**

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001 Executive Registry

77-832974

[redacted]  
25X1

19 July 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM: John F. Blake  
Acting Deputy Director of  
Central Intelligence

SUBJECT: Minority Employment Matters

1. Action Requested: This memorandum forwards to you four separate documents, three of which in whole, and one in part, address themselves to minority employment matters. The first, Tab A, is an orientation paper for you on minority recruitment and employment--both facts and problems. The second, Tab B, is a paper on senior promotions and equal opportunity submitted by Omego Ware at your request. The third, Tab C, is an alternative paper to that submitted by Omego Ware and was drafted by Fred Janney. The fourth contains replies to questions raised by you in connection with the supergrade promotion recommendations (Tab D).

While these papers could have been submitted individually for consideration on their merits, I believe there is a very close inter-relationship amongst them and you are better served in acquainting yourself with the Agency situation on this matter by receiving them all simultaneously and reading them in sequence as they are arranged.

2. Background: I believe the information given under "Action Requested" is sufficient background information.

3. Staff Position: I would be less than frank if I did not advise you that there are some differences of opinion between Messrs. Ware and Janney on this whole matter of minority recruitment and treatment of minority employees. As I have observed these differences for several years, I would comment as follows. It is my opinion that Mr. Ware tends to deprecate somewhat the real-world problems in our hiring minorities, primarily black, who have been educated in the hard-sciences (to include economics) and, most particularly, at a lateral entry rate. I believe another difference, although a more understandable one, is the sensitivity of Mr. Janney to the Agency receiving reverse discrimination complaints from on-duty employees as opposed to Mr. Ware's understandable position of acting as adversary on behalf of the minority employees on duty.

DOWNGRADE TO A-IUO  
UPON REMOVAL OF ATTS

**SECRET**

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

25X1

SECRET

25X1

I would suggest to you the following approach. You approve the supergrade promotion recommendations made to you. My second suggestion is that you authorize me to discuss attachments Tab B and Tab C (the Ware and Janney policy papers) with them and see if I can have produced for you a mutually acceptable document. I would point out some of the information requested in the Ware policy document is automatically made available to you in Janney's reply to the supergrade promotion paper.

4. Recommendation: It is recommended that:

a. You approve Tab D, i.e., the supergrade promotion recommendations, and

b. You authorize me to endeavor to have Messrs. Ware and Janney produce a mutually acceptable document in lieu of alternatives found in Tabs B and C.

25X1

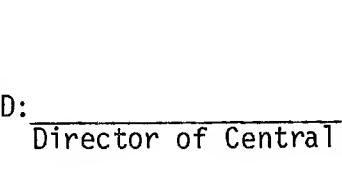
APPROVED:

John F. Blake  
Director of Central Intelligence

27 JUL 1977

See note on  
Tab B

DISAPPROVED:

Director of Central Intelligence

27 JUL 1977

DATE: \_\_\_\_\_

Atts:

Tab A--Memo dtd 19 Jul 77 to DCI fr D/Pers,  
subj: Minority Employment

Tab B--Undtd memo to DCI fr D/EEO, subj:  
Senior Promotions and Equal Opportunity, w/att

Tab C--Proposed memo to ADDA, DDI, DDO, DDS&T and Chmn/  
E Career Service Board fr DCI, subj: Commitment  
to Equal Employment Opportunity

Tab D--Memo dtd 19 Jul 77 to DCI fr D/Pers, subj:  
Supergrade Promotions

SECRET

25X1



25X1

SUBJECT: Minority Employment Matters

Distribution:

Orig - DCI (for return to ADDCI)--Tab D to be returned to OP  
1 - ADDCI w/atts  
1 - ER w/atts

~~SECRET~~

25X1

>

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

~~CONFIDENTIAL~~

PERS 77-388

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

19 JUL 1977

|                    |
|--------------------|
| Executive Registry |
| 77-8329/2          |

MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Minority Employment [redacted]

25X1

25X1 1. [redacted] Action Requested: None; for information only.

25X1 2. [redacted] With regard to your questions on the minority representation stemming from the memorandum on supergrade promotion recommendations, I would like to take the opportunity to review with you the minority situation in the Agency over the past four years, both from the viewpoint of recruitment policy and career management.

25X1 3. [redacted] Recruitment.

a. The Central Intelligence Agency has, since its inception, had a paucity of minority and female representation at the upper grade levels. This situation resulted from a combination of factors including:

(1) the general white male structure of the World War II organizations which comprised the early CIA; and

(2) the fact that the present concepts of equal opportunity and affirmative action date from 1973 and, therefore, our early recruiting policy did not specifically seek out minorities and women from academic and talent pools.

b. Starting in late 1973, the senior management initiated efforts to correct the imbalance in the Agency's population with an aggressive recruitment and promotion program. The recruitment results in 1974 were quite favorable

25X1

~~CONFIDENTIAL~~

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

~~CONFIDENTIAL~~

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

but diminished somewhat in 1975. In mid-1976 minority recruitment continued to decline and the Office of Personnel instituted further changes in the recruitment and hiring procedures accordingly. These procedures were designed to shorten the length of time between the original interview and the decision to hire -- a factor to which minorities seemed particularly sensitive. The results so far this year have been gratifying. For example, the number of Black applicants brought on board for the first six months of FY 1977 is larger than the total for calendar year 1976.

STATINTL

d. Recruiting Hispanic clerical employees has proved more difficult, but we have taken additional steps to improve our position in this regard. Finding and hiring minority professional and technical employees has been a constant challenge to the Agency since it started its minority drive in calendar year 1974. We are dealing with a number of problems which we view quite differently than perhaps, for example, the Director, EEO does.

(1) The small number of minority candidates that are available to fill specific Agency personnel needs -- this requires a firsthand understanding of the outside pool from which applicants are chosen.

(2) The intense competition from other employers for those few individuals.

(3) Our relatively modest number of new professional personnel requirements.

~~CONFIDENTIAL~~

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

(4) Competition for Agency jobs by large numbers of extremely well-qualified non-minority applicants.

25X1  
25X1  
25X1

c. In FY 1974 the Agency brought in from outside [redacted] new professional/technical employees; in 1975 the number was [redacted] and in FY 1976 it was [redacted]. For FY 1977 the projected figure is [redacted]. About 80 percent of our FY 1977 needs are for individuals with substantive skills and experience or for academic concentration in specific areas. Examples are electronic engineers, physical scientists, computer scientists, electronic technicians, foreign language specialists, and graduate level research economists. The remaining 20 percent of our requirements are for generalists mostly of the GS-7 entry level. Of the professional/technical employees hired in FY 1976, 56 percent had Bachelor degrees (most majored in engineering, math and the physical sciences); 25 percent had Master degrees; and 12 percent had their Ph.D.'s.

25X1

f. Specific statistical data about minority participation in those fields of critical importance to us are limited, but according to the New York Times, Blacks received only 5.3 percent of the Bachelor degrees granted in 1974. They received 3.5 percent of the Doctorates given in that year with nearly 60 percent limited to the field of education. A 1973 study by the American Council on Education shows that only one percent of the graduating engineers were Black; there were only 110 Blacks in graduate schools who were majoring in economics and 67 Blacks in graduate schools majoring in physics. Even if these numbers have been rising, they still represent a very small pool from which to recruit. In summary, the qualifications the Agency has heretofore sought in Agency professional/technical applicants are in extremely short supply in the minority market. To reach this small supply, our recruiters have substantially increased their participation in university minority career days. We are, of course, not alone in this endeavor. This year at the Minority Career Day at Michigan State University, there were approximately 250 prospective employers from government and industry. At the University of Michigan, the number of prospective employers was around 200. Even at small Black universities, the pattern holds. We were competing with approximately 100 other employers

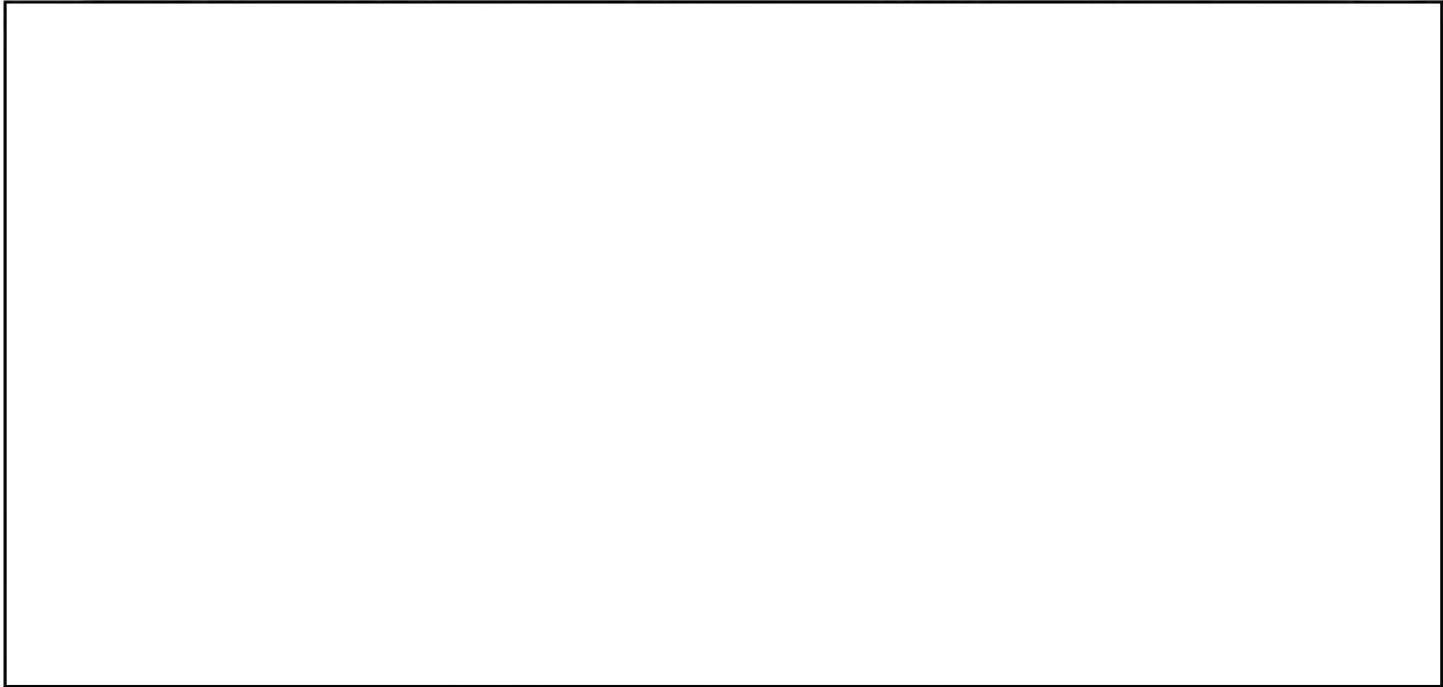
~~CONFIDENTIAL~~

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

at both Hampton Institute and Virginia State College. This competitive atmosphere is prevalent wherever we pursue the highly qualified minority prospect, even for co-op employees. Our co-op interests center primarily on engineering students and those in the mathematics and computer sciences field. We are competing, for example, with 15 other government agencies and 111 companies from private industry at Virginia Polytechnic Institute and State University alone.

25X1

g. The total candidate picture without regard to minorities stands in sharp contrast. We do compete effectively in the market place for well-qualified professional/technical candidates to fill our personnel requirements. In FY 1974



h. With regard to Hispanics the applicant pools are even smaller. The 1973 study quoted above reveals that while 4.4 percent of the total graduate school population was Black, only 1.1 percent was Hispanic. Since 1975 when our aggressive Hispanic recruitment drive began, contacts have been made,

~~CONFIDENTIAL~~

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

25X1

sources explored and developed. Two recruiting trips have been made to [redacted] which have produced tangible results, but more importantly have laid a solid foundation for an effective long-term pipeline. One of our Management-by-Objectives for FY 1977 is to increase the number of qualified professional and technical Hispanic applicants by 20 percent over the number of such applicants for FY 1976. We have been redirecting the efforts of our field recruiters to give still greater emphasis to the exploitation of minority sources. We have approached the "inner circles" of minorities on college campuses, such as student leaders who appear to be able to better communicate with minority populations than can placement directors and career counselors. This is particularly true of the Hispanic population. Black forums and similar Hispanic organizations are being contacted. We are confident that these efforts will succeed.

STATINTL  
25X1

i. Even with all our difficulties over the last five years, the percentage of Blacks in the Agency has steadily risen, from [redacted] percent. This means an increase of [redacted] percent. Our statistics show an even better rate of growth this year. Towards this end our new system for handling minority applicants is working well, judged particularly by continuing increase in the number of minority applicants "in process." On the basis of this "in process" number, we are confident that a year from now the proportion of the Agency minorities will be substantially increased, and this is due both to the extra effort of our recruiters and decision makers and because of the new minority employment coordinator approach instituted by the Office of Personnel in mid-1976.

#### 4. (C) Career Prospects.

a. The total number of minorities and women at GS-16 and above in the Agency is still too small. The Agency, by the nature of its personnel requirements, however, has great difficulty in hiring individuals laterally at high grades unless there are particular or specialized circumstances involved. The experience and training necessary to fill almost all line positions above GS-15 come from service inside the Agency. Therefore much of the current effort to recruit, hire and promote minorities and women will not quickly appear in the totals of the grades above GS-15.

~~CONFIDENTIAL~~

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

b. As you know, all employees are ranked by grade and career service at least annually in each Career Service. In addition, they are given a "descriptor" (High Potential, May Develop High Potential, Valuable Contribution, Limited Potential, Sub-standard) to refine further their ranking. It is not our policy to counsel a GS-15 who ranks in the bottom three percent of his peers and who is performing at say a "high potential" or is making a "valuable contribution." As a matter of interest, we reviewed the GS-13 and -14 women in the DDO Career Service with the Chief of the Operations Directorate Career Management Staff. Of the [redacted] GS-13's,

25X1

25X1

[redacted] STATINTL

25X1

[redacted]

[redacted]

25X1

25X1

[redacted]

25X1

25X1

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

25X1

25X1

25X1

~~CONFIDENTIAL~~

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

25X1

5. [REDACTED] In short, I believe:
- a. that we are definitely on a progressive track;
  - b. that we must be careful not to tilt so far towards minorities for the sake of statistics that we present a serious picture of reverse discrimination to non-minorities, both highly qualified applicants and highly deserving employees; and
  - c. that we cannot, for any purpose, lower our standards for employment or promotion -- it is these standards which have resulted in the high caliber of CIA personnel both past and present.

(Signed) F. W. M. Janney

F. W. M. Janney

Distribution:

Orig - Adse  
1 - A-DDCI  
1 - ER  
1 - A-DDA  
1 - D/Pers Subject  
1 - D/Pers Chrono  
1 - DD/Pers/R&P  
1 - FWMJ Chrono

D/Pers:FWMJanney:bkf (19 Jul 77)

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

b

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

Administrative

Ex-Stat  
Priority  
7-8329

STAT

Approved For Release 2004/03/15 : CIA-RDP80M00165A00110012000149

MEMORANDUM FOR: Director of Central Intelligence  
FROM : Omego J. C. Ware, Jr.  
Director, Equal Employment Opportunity  
SUBJECT : Senior Promotions and Equal Opportunity

1. Action Requested: For your signature.
2. Background:
  1. In response to your request of 14 July, I submit for your consideration and signature a memorandum to the four Deputy Directors and the Chairman of the Executive Career Service. The directive will provide you with the information you need to assess Directorate efforts and success in the area of female and minority employment. It is clear that the access of female and minority citizens to the upper ranks of Federal service is important in the Federal EEO policy of the President and of the Civil Service Commission.
  2. Specifically, the data and information requested will apprise you of:
    - a. The status of minority and female employees in the senior ranks of the Agency;
    - b. The status of Directorate programs and efforts to acquire and fully utilize minority and female talent, and;
    - c. The criteria used by Directories to assess the attitudes and sensitivities of those being promoted to and within senior Agency ranks.

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

Administrative

STAT

STAT

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

Administrative



3. This memorandum is also intended to serve as the first pronouncement of your "EEO" philosophy and policy.



Omega J. L. Ware, Jr.

STAT

APPROVED: Director of Central Intelligence

DISAPPROVED: Director of Central Intelligence

DATE: \_\_\_\_\_

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

Administrative

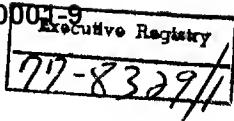


STAT

STAT

Administration  
Central Intelligence Agency  
The Director

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9



Washington, D.C. 20505



MEMORANDUM FOR: Deputy Director for Operations  
Deputy Director for Intelligence  
Deputy Director for Administration  
Deputy Director for Science & Technology  
Chairman, Executive Career Service Board

SUBJECT : Senior Promotions and Equal Opportunity

1. It is my policy to ensure the equality of opportunity for all employees and potential employees of the Central Intelligence Agency. Further, I require aggressive affirmative actions of Agency leadership to correct the legacies of past inequities. To these ends I consider it essential that the varied goals, programs and efforts falling under the rubric of "EEO" be managed as an integral aspect of the Agency's mission and treated as a key responsibility at all levels.

2. I am concerned that the current and developing population of the Central Intelligence Agency in the senior ranks -- GS-15 and above -- be reflective of my policy. To aid me in carrying out my legal and moral responsibilities in this area, I request that, effective immediately, all promotion recommendations to these senior grades forwarded to me for my approval be accompanied by an assessment of the senior population of the Directorate concerned.

3. Specifically, I require data on the current GS-15 and above population of the Directorates reflecting the numbers of minorities and women compared with the number of non-minority employees, by major component. I also require data indicating the numbers of minorities and women included in the promotion list and of those considered by your panels but not submitted for promotion.

STAT

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

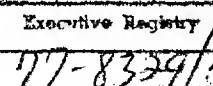
CIA-RDP80M00165A001100120001-9

Administrative -

STAT

4. Your report to me should also include a summary of the status of special developmental efforts and lateral recruitment efforts affecting minorities and women which may in time affect your directorate's senior population. Finally, I would like to have some feel for the criteria and standards you used to assess the sensitivity of those you recommended for promotion to our EEO goals and their past effectiveness in aiding your progress in this area.

STANSFIELD TURNER  
Director



Omega -  
1) Language stronger than  
necessary to achieve goal  
2) I didn't intend to confine  
my interest to GS-15+. What I  
seek is with all promotion results to  
have the EEO aspects tabulated &  
displayed

9 7 1111 1077

STAT

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

Administrative -

FRC

77-0387

STAT

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

Executive Rm

77-8329/B

MEMORANDUM FOR: Acting Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science & Technology  
Chairman, Executive Career Service Board

FROM : Stansfield Turner  
Director of Central Intelligence

SUBJECT : Commitment to Equal Employment Opportunity

1. I want to express in the strongest possible terms my deep commitment to the equality of opportunity for all employees and potential employees of the Central Intelligence Agency. Moreover, it is my strong belief that in order to achieve success in this important area, Agency management, at all levels, must be aggressive and affirmative in achieving goals, programs and efforts falling within the equal employment opportunity mandate. While I recognize that the Agency has made progress in the last few years in its recruitment and personnel management of minorities, more can and must be done. Concern with minorities is in my judgment an essential feature of the Agency's personnel management system and must be treated as such at all levels of responsibility.

2. As one means of ensuring the equality of opportunity for our personnel, I intend to monitor carefully the Agency's promotion policy and promotions, especially to the senior ranks of GS-15 and above. The total number of minorities at GS-16 and above in the Agency is still too small, but I am encouraged that advancement of minorities has improved in recent years and that minorities are increasingly included in the Executive Development Roster, which identifies the GS-15's, 14's and 13's who are considered potentially qualified for upper grade levels. I will expect each of you to ensure that all deserving minorities have been

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

STAT

identified and are being developed, and I will personally review with the Director of Personnel your annual reports in your Annual Personnel Plan and the Personnel Development Program.

3. With the support of each of you I am confident that we can continue to select and develop a growing number of minority employees in our mid-level and higher grade ranges who can compete successfully for promotion to the GS-15 and supergrade levels when they are ready to assume these higher responsibilities. We must settle for no less.

STANSFIELD TURNER

Dist:

- 0 - Acting DDA
- 1 - Each additional addressee
- DCI
- 1 - Acting DDCI
- 1 - ER
- 1 - D/Pers Chrono
- 1 - DD/Pers (w/held)

(Sgd) F. W. M. Jansay

Originator: \_\_\_\_\_  
Director of Personnel

4 9 JUL 1977

STAT

OD/Pers [redacted] jmm (19 Jul 77)

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

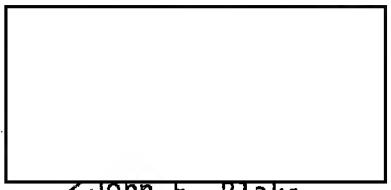
STATINTL

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

Next 7 Page(s) In Document Exempt

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9

|                                                                                                                                                                                              |                 |                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------------------------------|
| TRANSMITTAL SLIP                                                                                                                                                                             |                 | DATE<br>28 July 1977                  |
| TO:<br>Director of Personnel                                                                                                                                                                 |                 |                                       |
| ROOM NO.<br>5E,58                                                                                                                                                                            | BUILDING<br>Hqs |                                       |
| REMARKS:<br><br>Your action.                                                                                                                                                                 |                 |                                       |
| <br>John F. Blake<br> |                 |                                       |
| FROM: Acting Deputy Director of<br>Central Intelligence                                                                                                                                      |                 |                                       |
| ROOM NO.<br>7D 6011                                                                                                                                                                          | BUILDING<br>Hqs | EXTENSION<br><input type="checkbox"/> |

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120001-9  
1 FEB 58 241  
REPLACES FORM 38-8  
WHICH MAY BE USED.  
(47)

25X1